

CPYRGHT



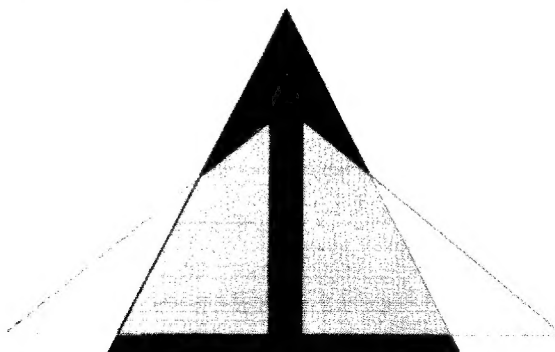
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10  
THIS ISSUE:



THE REGISTRAR STAFF

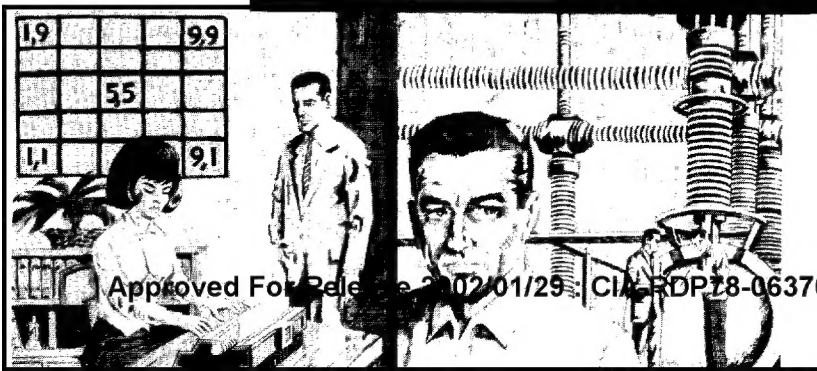
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PART TWO

CPYRGHT

# OTR BULLETIN



OCTOBER 1967

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GROUP 1  
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## IN THIS ISSUE

The Registrar Staff, and particularly the External Training Branch, is the feature in the series "OTR as a Support Organization." This begins on page 15.

Modifications of the OTR course schedule are noted on page 1 and again in the OTR Calendars on pages 5 through 7.

A schedule of beginning dates for courses offered by OTR's Language School through the next twelve months is on page 3.

The results of the efforts of a group of OTR instructors in writing units of Programmed Instruction are noted on page 26.

Announcements of selected external training opportunities begin on page 29.

## CONTENTS

Bulletin Board	1
OTR Calendar	5
The Registrar Staff	15
The Verdict on PAI Is In	26
Non-Agency Training	28
Interagency Training Programs	29
Training Selection Board Programs	31
Other External Training Notes	32
Office of Training Directory	35
Directory of Training Officers	36

# BULLETIN BOARD

## OTR COURSE SCHEDULE CHANGES

The following additional courses are now listed in the OTR Calendar:

Clandestine Services Review	30 Oct - 9 Nov
Air Operations	6 - 22 Nov
Writing Workshop (Intermediate)	27 Nov - 20 Dec
Writing Workshop (Basic)	28 Nov - 21 Dec
Administrative Procedures	11 - 15 Dec
Counterintelligence Familiarization	11 - 20 Dec
China Familiarization	18 - 22 Dec

The Administrative Procedures Course previously scheduled for 30 Oct - 3 Nov has been rescheduled for 1 - 7 November. Note also modifications in the dates for both Orientation for Overseas and Vietnam Orientation during the remainder of 1967.

The 4 - 15 December Chiefs of Station Seminar has been cancelled.

## SECURITY REINDOC- TRINATION PROGRAM

Special presentations of the Security Reindoctrination Program have been arranged for employees in areas outside the Headquarters Building.

It is expected that all persons in the Rosslyn area will be accommodated during a series of lectures at the Magazine Building the week of 6 November.

[REDACTED] will have a series after Thanksgiving, [REDACTED] will be reindoctrinated early in 1968.

Training Officers concerned will receive specific schedules, attendance quotas, and the necessary admission cards.

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OFF-CAMPUS  
PROGRAM

The Fall Term of the 1967-68 Off-Campus Program at CIA is under way. A total of 141 employees are enrolled in eleven courses, five under the auspices of American University and six under the auspices of George Washington University. Despite concerted efforts to attract wider interest among employees in order to expand the program, the figures for both the total enrollment and the number of courses in the current term closely reflect the averages of past years.

SCHEDULE  
OF OTR  
COURSES

All OTR Schools have been requested to submit proposed schedules for their courses beginning during the period of 1 January through 30 June 1968. It is hoped that these may be coordinated in time to issue an OTR Schedule of Courses sometime in early November.

RENUMBERING  
OF OTR  
COURSES

The numbering system for OTR courses has been revised with effect from the beginning of FY 1968. Courses will be numbered in sequences beginning anew each fiscal year, with the year being the last element. If any running is an adaptation of the normal course, a letter so indicating ("S" for special; "T" for tutorial) will be included between the sequential number and the year; i. e., Introduction to Intelligence No. 2-1968 or Introduction to Intelligence, No. 4-S-1968. This arrangement will facilitate record keeping, particularly computer systems input.

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TRAINING  
PERSONNEL

[REDACTED] (4G20, extension [REDACTED]) has been designated Training Officer for OSR in the Directorate for Intelligence. She is already performing in this capacity.

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NATIONAL  
INTERDEPART-  
MENTAL  
SEMINAR

The next (35th) session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will not be held until 8 January - 2 February 1968. This course, conducted at the Foreign Service Institute, is designed to acquaint key civilian officials and military officers assigned to developing countries with the country-team concept in approaching the problems related to inimical subversion and subversive insurgency in those countries. Attendance at this seminar is a prerequisite to assignments of CS officers to certain posts in underdeveloped countries. Other 1968 NIS dates are 26 February - 22 March and 22 April - 17 May.

LANGUAGE  
TRAINING  
SCHEDULE

OTR's Language School has announced a schedule for both full-time and part-time courses beginning during the next twelve months. Full-time courses last for six months; part-time courses, most of which meet for two hours in the morning three days a week, are scheduled for a total of either 100 hours or 200 hours. Starting dates are as follows:

Full-time Courses

Common Languages (French, German, Italian, Portuguese, and Spanish):

6 November 1967	6 May 1968
2 January 1968	1 July 1968
4 March 1968	3 September 1968

Russian, Polish, Serbo-Croatian, Czech, and Hungarian:

2 January 1968  
16 September 1968

All Other Languages:

15 January 1968  
16 September 1968

Part-time Courses (All languages)

2 January 1968  
6 May 1968

Applications (Forms 73) for either full-time or part-time language instruction should be submitted to the Admissions and Information Branch, Registrar Staff, a minimum of two weeks prior to the beginning dates of the courses. Previous experience the employee has had in any foreign language or languages, including that in which instruction is being requested, should be indicated under "Remarks" (Item 18). Training Officers will be informed if any precourse testing or interview is necessary, and of final arrangements for attending classes.

CLERICAL  
TRAINING  
AND  
TESTING

COURSES

OTR's refresher course in typewriting and shorthand will be given:

20 November - 15 December

Before employees take either course, or both, they are required to take pretests, which are given by the Clerical Training Faculty (CTF). The results are used to determine the level of the course the employee should take.

Pretests are scheduled as follows:

Typing : 15 November  
Shorthand: 16 November

Submission of a Form 73 to AIB/RS for refresher training is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place to report for tests.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and shorthand to employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers arrange registration directly with the CTF, extension [REDACTED]. Qualification tests in both typewriting and shorthand are given on the same morning, typewriting at 9 a.m. and shorthand at 10:30 a.m. CTF notifies Training Officers or Personnel Officers of results of the tests.

Tests will be given on: 30 October, 13 November,  
4 December, 18 December

Applicants report to Room 416, Ames Building.



# OTR CALENDAR

## OCTOBER

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Administrative Procedures	9 - 13 Oct;
ADP Orientation	31 Oct - 2 Nov
Chiefs of Station Seminar	9 - 20 Oct
China Familiarization	23 - 27 Oct
CIA Review	10 Oct
Clandestine Scientific and Technical Operations	9 - 20 Oct
Clandestine Services Review	30 Oct - 9 Nov
CS Records I (for CS CTs)	5 - 6 Oct
Clerical Refresher	16 Oct - 9 Nov
Counterintelligence Familiarization	16 - 25 Oct
Field Finance and Logistics	2 - 20 Oct
Information Reports Familiarization	16 - 20 Oct
	23 - 27 Oct
Intelligence Production (for CTs)	9 Oct - 8 Dec
Introduction to Communism	23 Oct - 3 Nov
Introduction to Intelligence	9 - 20 Oct
Management (GS-11 - 14)	(Sun) 29 Oct - 3 Nov
Midcareer Executive Development Course	(Sun) 8 Oct - 17 Nov
Operations, Phase II (for CS CTs)	9 Oct - 8 Dec
	2 - 20 Oct
Project USEFUL	2 - 6 Oct
Senior Management Seminar	(Sun) 29 Oct - 3 Nov
Supervision	2 - 6 Oct
Support Services (for CTs)	9 Oct - 1 Dec
Support Services Review: Trends and Highlights	10 - 13 Oct
Vietnam Orientation	9 - 13 Oct
Writing Workshop (Basic) (for and at NPIC)	3 Oct - 17 Nov

NOVEMBER

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Administrative Procedures	1 - 7 Nov
Advanced Management (Planning)	(Sun) 26 Nov - 1 Dec
Air Operations	6 - 22 Nov
Basic Country Survey: USSR	6 - 17 Nov
CIA Review	14 Nov
Clerical Refresher	20 Nov - 15 Dec
Counterintelligence Operations	6 - 24 Nov
Information Reporting, Reports, and Requirements	13 Nov - 1 Dec
Intelligence Research Techniques (for and at NPIC)	27 Nov - 8 Dec
Intelligence Review	27 Nov - 8 Dec
Introduction to Communism	27 Nov - 8 Dec
Introduction to Intelligence	6 - 17 Nov
Managerial Grid (GS-14s)	(Sun) 12 - 17 Nov
Operations Support	13 Nov - 1 Dec
Orientation for Overseas	1 - 2 Nov; 29 - 30 Nov
Supervision	27 Nov - 1 Dec
Vietnam Orientation	3, 6 - 9 Nov
Writing Workshop (Basic)	28 Nov - 21 Dec
Writing Workshop (Intermediate)	27 Nov - 20 Dec

DECEMBER

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Administrative Procedures	11 - 15 Dec
ADP Orientation	12 - 14 Dec
Chiefs of Station Seminar	cancelled
CIA Review	12 Dec
CS Records I	4, 6, 8 Dec
CS Records II	11 - 15 Dec
CS Records III	18 - 19 Dec
Counterintelligence Familiarization	11 - 20 Dec
Field Finance and Logistics	4 - 22 Dec
Information Reports Familiarization	11 - 15 Dec
	18 - 22 Dec
Management (GS-11 - 14)	4 - 8 Dec
Orientation to Intelligence (for CTs)	11 - 22 Dec
Support Services Review: Trends and Highlights	5 - 8 Dec
Vietnam Orientation	12 - 14 Dec

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**OTR COURSES Scheduled on OTR Calendar**

**Administrative Procedures (1 wk - all day)**

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

**ADP Orientation (3 days - all day)**

For users and potential users of computer services within the Agency. A general orientation on automatic data processing is provided.

**Advanced Management (Planning) (1 wk - all day)**

For senior officers of the Agency. The accent will be on concepts of planning, directing, and controlling. It will include an orientation in programming.

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**Basic Country Survey: USSR (2 wks - all day)**

For employees whose work requires a basic and comprehensive knowledge of the Soviet Union. A brief study of Tzarist Russia and developments since the Communist seizure of power.

**Chiefs of Station Seminar (2 wks - all day)**

For chiefs of small and medium-sized stations, deputy chiefs of stations, and chiefs of bases. Focus is on the person of the Chief of Station and his administrative and operational responsibilities. Enrollment limited to 18. SI clearance required.

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**China Familiarization (1 wk - all day)**

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides introduction to the Chinese language, including pronunciation.

**CIA Review (1 1/2 hrs - morning)**

For all returnees from the field. Covers recent developments affecting the Agency's organization and mission at the NSC, USIB, and Agency levels. Includes the security reindoctrination lecture.

**Clandestine Scientific and Technical Operations (2 wks - all day)**

For middle-grade and senior officers of the CS and DDS&T. Covers collection responsibilities of the CS in S&T operations, fundamentals of guided missiles, biological and chemical warfare, and use of nuclear power. Field trips. Enrollment limited to 20. SI clearance required.

**Clandestine Services Records I (Introduction) (3 days - M W F - part time)**

For all levels of CS personnel. The CS Records System: input, maintenance and retrieval methods, and the disposition, disposal and destruction of records. A prerequisite for CS Records II and III and to CI Familiarization, CI Support and CI Operations. Enrollment limited to 40.

**Clandestine Services Records II (Biographic Research) (1 wk - part time)**

For all levels of CS personnel. Principles, techniques and specific procedures used in exploiting the records of the Agency and other resources for biographic information. Enrollment limited to 25.

**Clandestine Services Records III (Records Officers Briefing) (2 days - part time)**

Completion of this course is one of the requirements to qualify as a CS Records Officer. A review of operational factors and relationships upon which decisions are made to destroy or retain CS operations records; to amend, index or file elements; or to desensitize documents or files. Enrollment limited to 20.

**Clandestine Services Review (9 days - all day)**

For CS officers who have recently returned from overseas assignment. Covers the organization and function of the directorates, the CS in detail. Enrollment limited to 40.

**Clerical Refresher (4 wks - morning)**

For clerical employees seeking to improve accuracy and to develop speed in either shorthand or typewriting. Separate instruction may be taken in either skill.

**Counterintelligence Familiarization (8 days - all day)**

For Agency personnel who need knowledge of the essential elements of counterintelligence but who are not expected to be CI operations officers, and for personnel who will support CI operations. Covers both U. S. and Agency policy and doctrine for CI, as well as basic tactics. Enrollment limited to 20.

**Counterintelligence Operations (3 wks - all day)**

For CS officers who will plan, manage, and engage in CI operations in the field or who will guide and support CI programs and operations in the field from Headquarters. Emphasis is placed on the identification and selection of CI targets and the organization and implementation of CI operations in the field. Enrollment limited to 10.

**Field Finance and Logistics (3 wks - all day)**

For operational support assistants and support officers required to maintain budgetary, financial, and property records at a Class B, C, Type II, or Type III Station.

**Information Reporting, Reports, and Requirements (3 wks - all day)**

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

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**Information Reports Familiarization (1 wk - all day)**

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

**Intelligence Production (9 wks - all day)**

For Career Trainees. Provides specific training in and familiarization with various techniques and skills required to produce intelligence.

**Intelligence Research Techniques ( 2 wks - all day)**

For analysts. Covers each stage of the research process from the origin of an intelligence research topic to writing a skeletal report. A research project is used as a practical exercise.

**Intelligence Review (2 wks - all day)**

For middle-grade and senior officers who have been in the Agency at least five years. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

**Introduction to Communism (2 wks - all day)**

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement. (Part II of Intelligence Orientation Course.)

**Introduction to Intelligence (2 wks - all day)**

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes discussion of the fundamentals of American beliefs and practices. (Part I of Intelligence Orientation Course.)

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Management (1 wk - all day)

For officers in Grades GS-11 through GS-14. Examines current thinking in managerial style as it relates to communication, employee motivation, and work performance. Exercises in team-action problem-solving are used throughout to provide students an opportunity to apply the concepts and principles covered.

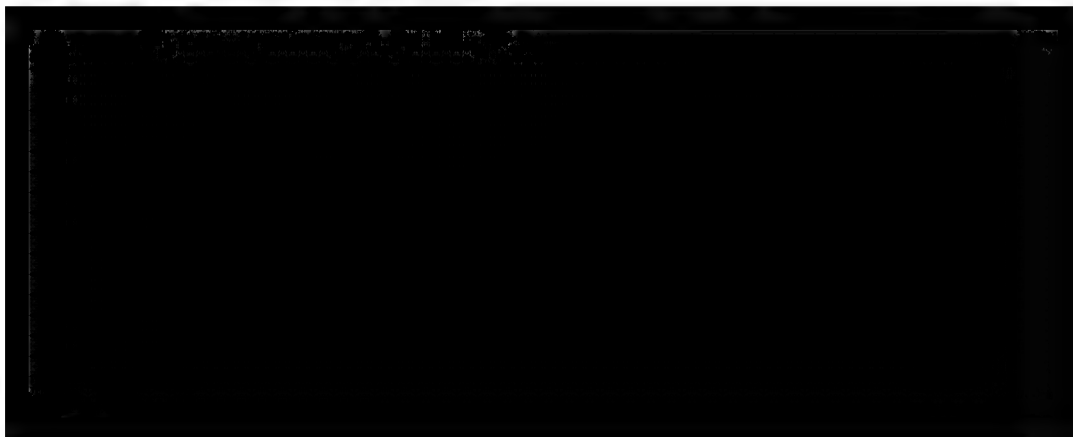
Managerial Grid (1 wk - all day)

For selected middle-level officers. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors have completed the Grid.

Midcareer Executive Development (6 wks - all day - 240 hrs)

For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its international setting, and problems of management, also includes the Managerial Grid. Admission requires Training Selection Board action.

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Operations Support (3 wks - all day)

For CS employees with assignments overseas which will require their supporting the operational activities of CS officers in the field. Covers name checks, dispatch and cable writing, records maintenance, operational expenses, travel claims, and tradecraft familiarization. Enrollment limited to 30.

Orientation for Overseas (2 days - all day)

For employees (and dependents) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal, and medical advice, and effective working relationships with people of other cultures.

Orientation to Intelligence (2 wks - all day)

For Career Trainees. Introduces the concepts of intelligence, the structure of the U. S. intelligence community and its relationship to the policy level of Government, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

Project USEFUL (1 wk - all day)

For U. S. military officers (field grade and above) and civilians in the military (GS-13 and above). Includes functions and capabilities of the Agency to support the military and the support CIA requires of the military.

Senior Management Seminar (1 wk - all day - starts Sunday p.m.)

For GS-15s and above. Features the Managerial Grid. Selection by Senior Training Officers. Conducted by contract instructor.

Supervision (1 wk - all day)

For employees in grades GS-5 through GS-10 who have supervisory responsibilities. Explores current thinking on the role of the supervisor in terms of personal behavior, responsibility for subordinates, and organizational and individual needs. Provides materials and a setting for experiencing and examining interteam and intrateam skills and activities.

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**Support Services (8 wks - all day)**

For Career Trainees assigned in the Support Services. Acquaints students with organization and mission of various Support Services components. Emphasis is on training for field assignments. Includes the Grid.

**Support Services Review: Trends and Highlights (3 1/2 days - [REDACTED])**

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For professional Support Services employees GS-9 through GS-15. Emphasizes significant trends and developments within the Agency's support activities, and includes presentations on ADP, records management, and planning, programming, and budgeting.

**Vietnam Orientation (1 wk - all day)**

For senior and middle-grade officers of the CS and for junior CS officers whose work is directly related to the Agency's role in Vietnam. A familiarization on the Agency's mission, doctrine and programs in the area, with a view to increasing capabilities for planning, supporting, and conducting operations.

**Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)**

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

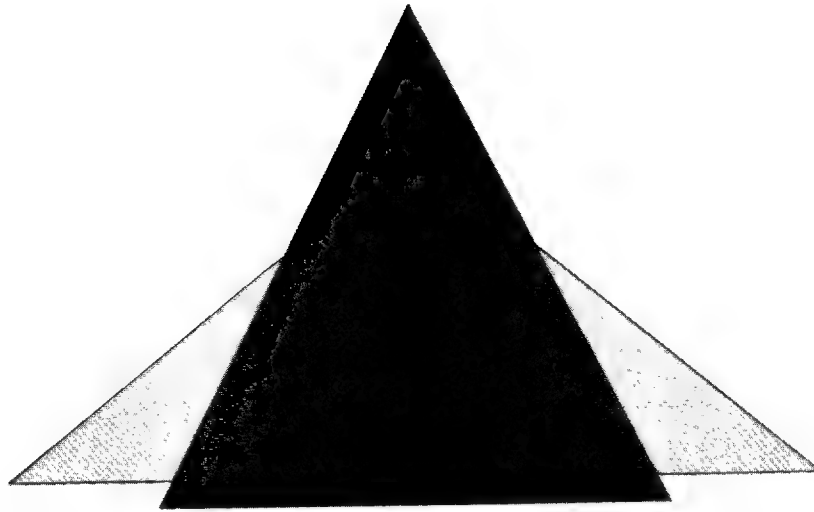
**Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)**

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

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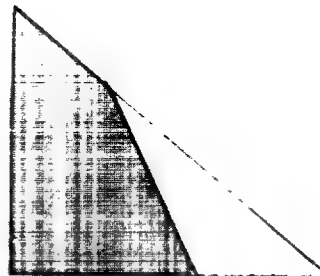
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OTR as a Support Organization:



The September OTR Bulletin identified the six functional areas and two formal branches of the Registrar Staff, pointing out that lines of action often cut across both the functional areas and the branches. The same issue then presented a detailed account of the activities of the Admissions and Information Branch, with its responsibilities for disseminating information on training opportunities throughout the Agency, enrolling employees in internal training programs, and maintaining records on the completion by employees of training taken under Agency auspices, whether at internal or external facilities.

This issue continues the presentation of the activities of the Registrar Staff, concentrating on those centering in the External Training Branch and those associated with the office of the Registrar but relatively independent of either branch. The Registrar and the Deputy Registrar are supported in these functions by the seven members of the External Training Branch and three assistants.



## EXTERNAL TRAINING BRANCH

Each year, more than two thousand CIA employees attend some type of non-Agency program for training in management, science and technology, and certain technical fields, and for studies in language and area and in liberal arts. Since the requirements of the Agency touch on so many unusual and divergent fields, it is impractical for all training requirements to be met internally. In any one month employees will spend three thousand mandays participating in training, on a full-time or part-time basis, at a university or commercial firm, at a military facility or other Government agency, or perhaps through a correspondence course. Employees from each directorate participate in external training. The grade levels of employees so involved range from GS-4 to GS-18. Locations of training sites are scattered from Washington and its immediate vicinity to California, from [REDACTED] [REDACTED]. The duration of such programs varies from three hours up to full time for a year or more. In every instance, attendance is arranged so as to conform to security and cover requirements.

The Agency's external training program is administered and monitored by the Registrar and the members of the External Training Branch (ETB). Public Law 85-507, the "Government Employees Training Act" (GETA), is the blanket authority for all Agency training, and Headquarters Regulation [REDACTED] "Training at a Non-Agency Facility," defines Agency policy relative to GETA. [REDACTED] prescribes that the Director of Training "designate the non-CIA facility which can most appropriately and economically meet the requirement, and set the administrative requirements for Agency personnel in approved courses or programs."

As the responsible office for carrying out this activity, ETB screens and processes requests for external training. It coordinates nominations and enrollments and attends to the administrative details associated with the training, insuring that financial, budgetary, security, and cover requirements are met by providing briefings for individuals, preparing travel orders, arranging travel and tuition advances or reimbursements, handling billings, and overseeing the actual enrollment procedures.

The document for requesting external training, Agency Form 136, "Request for Training at Non-Agency Facility," is designed to record information on the training program desired, as well as the objectives of the training and the employee's qualifications, in such a way as to meet the requirements of other Agency offices or staffs concerned and to serve as computer input data.

Each application is reviewed by the Registrar to assure not only that the stated training objective is valid and meaningful but that the requested training, if approved, would be in accordance with applicable regulations and policy. Other factors considered before approving any application include the possibility of meeting the requirement through internal training capabilities, the appropriateness of the course requested from the standpoint of effectiveness and comparative cost, the qualifications of the applicant in relation to course prerequisites, the employee's capacity to complete the course successfully, the availability of sufficient funds, cover and security problems. It is also necessary to determine whether or not a Continued Service Agreement, commonly known as a training agreement, is required. The Agency requires such an agreement whenever an individual is approved for full-time academic training which will last three months or longer, or for training at any non-Government facility for which the combined cost of tuition, travel, and per diem exceeds \$1,000.

The External Training Branch fulfills its role as coordinator of enrollments in external programs in a variety of ways. Each case is treated individually, and in the great majority of instances ETB enrolls the student through its own direct action. In appropriate circumstances arrangements are made for the student to be enrolled by the Central Cover Staff; in some cases the employee is requested to enroll personally as a private individual, and, occasionally, the employee's component is designated the action agent.

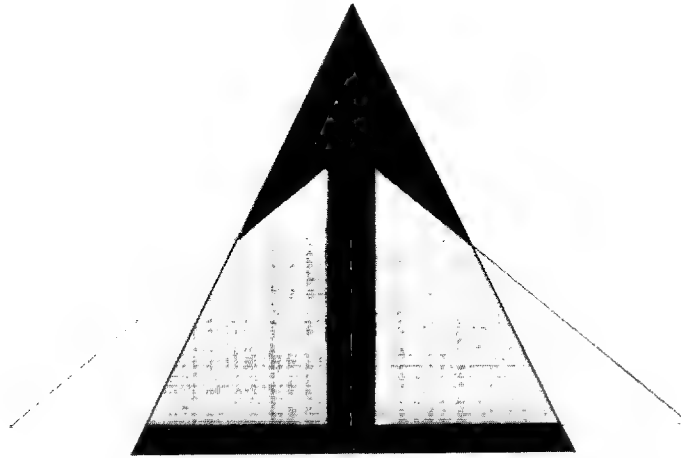
For the duration of their training, ETB becomes the administrative office for employees sponsored for long-range programs outside of the local area. Additionally, ETB briefs trainees before

their departure for certain of the programs, particularly where Agency representation is a prime factor. In other cases, depending on the courses involved, special briefing techniques are used.

General budgetary planning precedes any training activity. At one time the Office of Training funded the Agency's entire external training program. Recent decentralization of the external training budget has placed the bulk of this responsibility with the individual components in consultation with ETB. OTR budgets on behalf of the Agency in general for Training Selection Board programs, courses at the Foreign Service Institute, the Civil Service Commission's planning, programming, and budgeting courses, and Department of Defense weapons courses in which spaces are allocated to the Agency on quota basis.

ETB also insures that the necessary documentation for recording the completion of training at external facilities is submitted by the employee for incorporation in his individual personnel record and in the Agency Training Record. Evidence of completion may be in one or more of several forms, among them, a certificate issued by the training facility, a certification signed by the individual, or a training critique. The training critique is useful to the student in bringing the training into focus and perspective, and is especially helpful to the Registrar in checking on the effectiveness and applicability of specific external training courses. It provides timely information about the course and serves as a guide with regard to future participation, and as an administrative aid in enrolling subsequent students and in preparing briefings.

In summary, Agency policy, following the lead of the Federal Government, specifically recognizes the desirability of external training as a supplement to self-development and internal training. The External Training Branch of the Registrar Staff serves to arrange just such training for CIA employees. The Admissions and Information Branch of the Staff has broad resources for providing preliminary information on a wide range of training opportunities at non-Agency institutions; ETB administers the effort once the decision is made to utilize any of these opportunities. The Registrar Staff, and particularly ETB, is an open door through which Agency employees can tap this vast training potential.



## THE OFFICE OF THE REGISTRAR

Certain of the responsibilities assigned to the Registrar are of such a nature that they do not fall neatly within the scope of either of the formal branches. Among these are the Training Selection Board, the Off-Campus Program, Program Assisted Instruction, and Counseling, each of which will be discussed more fully in the immediately following paragraphs.

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### THE TRAINING SELECTION BOARD

The CIA Training Selection Board was established 1 January 1964 for the purpose of selecting candidates to participate in external training programs where effective representation of the Agency is considered by the Board to be a significant criterion for nomination. Headquarters Notice [REDACTED] dated 18 December 1963, the original authority for the Board's creation and action, provided:

1. The Training Selection Board will be responsible for considering annually and recommending candidates to be nominated by the Agency for attendance at the Senior Defense Colleges, the Senior Seminar in Foreign Policy conducted by the Foreign Service Institute, and the Advanced Management Program at Harvard University.

2. Candidates for these programs will compete for appointment in terms of their performance, need for the training in their present or projected assignments, other qualifications as required by each institution, and their apparent ability to represent the Agency.
3. Heads of Career Services will submit nominations in response to an annual solicitation by the Chairman of the Training Selection Board.
4. Candidates who are available in the headquarters area will appear before the Board for personal interviews during the selection process.
5. Candidates and alternates chosen by the Board will be recommended to the Deputy Director of Central Intelligence for final selection.

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[REDACTED] also stated that the Training Selection Board, on a continuing basis, would evaluate external training programs other than senior officer courses to select those of interest to the Agency. For such courses, the Board, in consultation with Heads of Career Services, would establish quotas, arrange with the sponsoring institution for a suitable number of spaces in selected programs, and approve nominees to represent the Agency. Finally, [REDACTED] assigned the Training Selection Board responsibility for continually reviewing the Midcareer Training Program and recommending to the Executive Director-Comptroller methods and procedures to insure its continued and improved effectiveness.

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At the present time the Training Selection Board operates in accordance with Headquarters Regulation [REDACTED]. As stated in this regulation, the purpose of the Board is to: (1) Evaluate training opportunities available through non-CIA facilities; (2) assure effective selection of candidates for non-CIA training programs where representation of the Agency is deemed to be a significant factor; and (3) monitor the Midcareer Training Program. Headquarters Regulation [REDACTED] pertaining to the Midcareer Training Program, specifies that the Training Selection Board shall approve persons, nominated by Heads of Career Services, to participate in the Midcareer Executive Development Course. Specific responsibilities of the Training Selection Board with respect to external training, both senior officer courses and programs of special interest, are detailed in Headquarters Regulation [REDACTED]. These responsibilities are essentially the same as when they were set out in [REDACTED].

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The chairman of the Training Selection Board is the Director of Training, by virtue of the requirement that he have cognizance of and general supervision over all Agency training. The Director of Training, in this capacity, is the representative of the Executive-Director. Another ex officio member of the Board is the Director of Personnel, who at the same time is the representative of the Support Services. There are three other members of the Board, one representative from the Directorate for Intelligence, the Directorate for Science and Technology, and the Clandestine Services. Secretariat services to the Board are provided by personnel assigned to the Registrar Staff.

The Training Selection Board meets on the average of twice each month during the year. In the fall, the Board holds a two-day meeting away from Headquarters to review intensively the background and qualifications of career officers who have been recommended by their directorates as candidates for senior officer courses. This meeting is followed by another two days of interviews by the Board with proposed nominees available in the Headquarters area.

At present there are twenty-four specific courses and programs, including the senior officer schools, under the purview of the Training Selection Board. In addition, all proposals for full-time sponsored academic training of one semester or more are reviewed by the Board. Nominations for senior officer schools, as well as all recommendations for full-time academic training of a semester of more, after review and endorsement by the Board, are submitted to the Deputy Director of Central Intelligence for final approval. Final selection of Agency representatives in the other courses and programs under its purview is the responsibility of the Training Selection Board.

The following are the courses or programs on which action by the Training Selection Board is required:

Advanced Intelligence Course  
(Defense Intelligence Agency)

Advanced Management Program  
(Harvard University)

Air War College  
(Maxwell Air Force Base, Montgomery, Alabama)

Armed Forces Staff College  
(Norfolk, Virginia)

Army War College  
(Carlisle Barracks, Pennsylvania)

Career Education Awards  
(National Institute of Public Affairs)

Conferences for Federal Executives on Business Operations  
(The Brookings Institution)

Defense Systems Analysis Educational Program  
(Institute of Defense Analyses and University of Maryland)

Educational Program for Federal Officials at Midcareer  
(Princeton University Woodrow Wilson Fellowships)

Executive Seminar Centers (Civil Service Commission)  
(Kings Point, New York; Berkeley, California)

Federal Executive Fellowships  
(The Brookings Institution)

Fellowship in Congressional Operations  
(Civil Service Commission)

General Administrative Conferences  
(The Brookings Institution)

Industrial College of the Armed Forces  
(Ft. McNair, Washington, D. C.)

Management Development Program for Federal Executives  
(Graduate School, U. S. Department of Agriculture)

Midcareer Educational Program in Systematic Analysis  
(Civil Service Commission, Bureau of the Budget, and the  
National Institute of Public Affairs)

Midcareer Executive Development Course  
(Support School, OTR)

National War College  
(Ft. McNair, Washington, D. C.)

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Naval War College  
(Newport, Rhode Island)

Program for Management Development  
(Harvard University)

Science Conferences  
(The Brookings Institution)

Senior Seminar in Foreign Policy  
(Foreign Service Institute)

Summer Institute for Federal Executives  
(University of Wisconsin)

Full-time Academic Training at a University

#### THE OFF-CAMPUS PROGRAM

The Off-Campus Program at CIA is a cooperative educational enterprise developed by the Office of Training with The George Washington University and The American University to enable employees to carry on both undergraduate and graduate study. The program was established by OTR beginning in the spring of 1962 when each university agreed to designate CIA as an Off-Campus Center where courses selected by the Agency and approved by the universities would be offered for academic credit. The Registrar, Office of Training, manages and administers the program.

The Off-Campus Program affords certain substantial benefits to the Agency and to the employee. The employee is given an opportunity to obtain, at his own expense and on his own time, selected college courses at a convenient location and lower tuition; the Agency profits from the lower tuition costs for sponsored training while providing an opportunity for self-development. Additionally, the Off-Campus Program includes courses, not available through OTR or other components, in direct response to specific requirements within the Agency. All instructors are CIA employees, well-qualified in their fields; they are nominated by the Registrar, OTR, but are approved by and under independent contract with the university whose courses they teach.

All employees in an overt status in the Agency are eligible to participate in the Off-Campus Program. Although the primary purpose of the Off-Campus Program is to provide an opportunity for self-sponsored development, Agency sponsorship under the Government

Employees Training Act is possible if the training is demonstrably job-oriented.

Courses offered in CIA's program include general courses common to almost every undergraduate schedule, specialized undergraduate courses, several of a technical nature, and graduate courses. They are selected from the universities' regular curricula to meet independent requirements and expressed interests of employees or groups of employees in an Office. The minimum enrollment acceptable for running each course is established by the university.

The breadth of the program has expanded gradually, with more and more courses in the management sciences being added in order to keep abreast of the growing automation technology. Three of the eleven courses being given in the fall term of the 1967-68 academic year are in this category. In addition, special attention has been given to courses in mathematics. Since 1962, there has been a total enrollment of 1,706 in 123 courses covering 57 different subjects.

#### PROGRAM ASSISTED INSTRUCTION

An Instructional Systems Study Group (ISSG) was constituted in January 1966 to survey new developments in educational technology and, on the basis of its evaluations, to make recommendations on the extent to which such technology should be applied to the training requirements of the Agency. The Registrar served as OTR's representative on the ISSG, and in July 1967 assumed the function of coordinator of that group. He is responsible for managing the Agency's Program Assisted Instruction (PAI) effort and his office serves as the focal point in the Agency for information on programmed learning and instruction and other similar educational technology.

Although it was not the exclusive area of the ISSG's attention, programmed instruction was the principal concern. Programmed instruction is a teaching method which uses a sequence of instructional material, or program, presented in such a manner as to require the learner to read or study the material and then react to it before receiving more instruction; a program begins with a specific description in behavioral terms of desired learning outcomes, and the student proceeds in small steps at his own pace, making active responses to the material at each step, and receiving immediate confirmation of the responses before continuing.

The ISSG, following its initial survey in OTR, concluded that Programmed Instruction, as an aid to instructors rather than as an independent instructional system, and incorporated in the broader concept of Program Assisted Instruction, is an effective training technique which could be applied in selected areas of Agency Training. Concurrent with the ISSG survey, OTR instructors were trained to write PAI units, PAI units developed commercially and by other Government agencies were examined and in a few cases procured for use in Agency courses, and a contract under which a private producer is writing units of a language program was entered.

The Registrar's role is to insure that these efforts are carried on. Exploration of possibilities for the application of new educational techniques, and specifically PAI, within the Agency will continue. (The training programs of components of the Support Services other than OTR are being examined in this perspective at the present time.) In cooperation with the Office of Computer Services and the Office of Research and Development, trends in the area of Computer Assisted Instruction will be closely followed to determine the usefulness of this technique to the Agency's training effort. Training opportunities will be arranged to equip more instructors with the capability of programming instructional materials. The collection in the Registrar's office of books, periodicals, sample programs, and other reference materials, including information on courses for instructional programmers, is being augmented.

#### COUNSELING

One of the services of the office of the Registrar is providing information and assistance in planning education for Agency employees or their dependents. This service includes maintenance of a collection of college catalogs and other reference guides on both undergraduate and graduate academic programs. The Registrar's office also maintains a substantial file of other publications on scholarships, fellowships, grants, and loans offered by institutions both in the United States and abroad. This library is open to all employees, and an information specialist is available to assist in locating information on colleges of interest.

In addition, the office of the Registrar counsels on educational opportunities and scholarship aid. Any employee in the headquarters area who has children of college age or nearing that age will find direct use of these services beneficial. Personnel overseas may avail themselves of these same services through their operating area desks.

ISSG's Ideation, Illations:

## The Verdict on PAI Is In

An article in the March 1967 OTR Bulletin announced OTR's putting Program Assisted Instruction (PAI) on trial. Twelve OTR instructors who participated in the Training Seminar in Instructional Programming were to produce units of PAI to be used in OTR courses. There have now been three follow-up meetings by participants in the seminar, the last being held in June. A brief examination of the results of the students' efforts should be of interest.

Some instructional programs have been completed and tested. They are being used, or will be used when the classes for which they were designed are taught again. They include "Perception" for use in the Supervision course; the initial unit in a series for use in the courtesy-level Portuguese language course; and a unit on irregular verbs in German. "Banish Gobbledygook" is being used occasionally in the correspondence course in writing; it will be further tested during the regular Writing Workshops beginning this fall. Other programs already tested but now under revision are "Alphabetic Filing," "American Thesis," "Secret Writing," "Map Reading," and "Subject-Verb Agreement." Three instructors have decided not to use the programs they developed during the seminar, but they intend to use other forms of PAI which they, or others, will develop.

One of the most successful programs is "Secret Writing." When this subject was taught by the lecture-demonstration method, approximately fifty percent of the students were able to write a suitable secret message at the end of the instruction. All students who completed the programmed unit, however, were able to write acceptable letters using secret writing. In addition to the fact that all the students learned the skill, the program required considerably less class time than the former method of instruction.

Most of these PAI units are short, requiring from one to two hours to complete. The "Map Reading" program is the longest. The average student takes about eight hours to complete it. One unusual feature of this unit is that it is designed so that a student who has had previous training in map reading may complete the test frames only and finish the program in about one hour.

Student reaction to these programmed units of instruction, as indicated by their critiques, has generally been favorable. They describe PAI as a useful method and have suggested that this approach be tried in other subjects.

The verdict on PAI as a result of the experience gained from the seminar is that it is an effective technique in some areas of instruction. This finding is reinforced by the success other OTR instructors have had in preparing programmed units for their courses after attending similar training courses at non-Agency facilities. OTR plans to hold additional seminars and to use external training opportunities in this field to enable more instructors to add PAI to their stock of teaching techniques.

CPYRGHT

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The Modern Age has a false sense of superiority, because of the great mass of data at its disposal. But the valid criterion of distinction is rather the extent to which man knows how to form and master the material at his command.

Johann Wolfgang  
von Goethe

# NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

## Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants, the form is sent first to DDP/OPSER/CCS. No formal steps toward registration should be taken prior to OTR approval.

## Self-sponsorship:

According to [REDACTED] para c(12), an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension [REDACTED]. For information on registration, call ETB/RS/TR, extension [REDACTED].



## INTERAGENCY TRAINING PROGRAMS

### Civil Service Commission

SEMINAR IN ADP MANAGEMENT AND ADMINISTRATION  
28 - 30 November 1900 E Street, N. W.

This seminar brings together persons having ADP management responsibilities in Federal agencies for the purpose of receiving and exchanging information pertinent to the major problems of data processing management and administration. After a delineation of the scope of ADP management, all tasks and techniques of the data processing manager are discussed. Emphasis, however, is on significant, nonroutine problems such as personnel turnover, use of languages and software, performance measurement and scheduling, open shop versus closed shop programming, relationships between users and systems analysts, systems analysts and programmers, programmers and operators, optimization of machine use, and enforcing documentation. For administrators and deputy administrators of ADP operations, data processing managers, programming supervisors, and supervisory systems analysts. Cost: \$135.

ADVANCED SYSTEMS TECHNOLOGY FOR ADP SYSTEMS ANALYSTS  
4 - 8 December 1900 E Street, N. W.

This course provides state-of-the-art information about the effects of the latest developments in computer technology. Topics covered include: implications of the newest multiuse computers for the systems analyst; methodology for redesigning, modifying and expanding existing systems; machine compatibility and conversion problems; total systems concepts. For digital computer systems analysts. Cost: \$160.

COST/BENEFIT WORKSHOP  
11 - 15 December; 26 February - 1 March 1900 E Street, N. W.

Five major case exercises permit participants to engage in actual analyses which contribute to an understanding of PPBS requirements, cost/benefit analysis, systems analysis, benefit criteria and calculations, model building, cost estimations, and analytical procedures. Each participant receives a handbook on cost/benefit methodology. A minor amount of algebra is used, although graphical solutions are used whenever possible. Nominees should be actually engaged in analysis involving cost/benefit calculations or be in a management position where knowledge of such procedures is important. Cost: \$165.

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Civil Service Commission (cont)

WORKSHOP IN EQUAL EMPLOYMENT OPPORTUNITY FOR CONTRACT COMPLIANCE SPECIALISTS

11 - 15 December

1900 E Street, N. W.

This is a program to train persons who conduct reviews to determine whether recipients of Federal funds are adhering to the civil rights requirements of respective agencies. Special consideration is given to problems of implementing the equal employment policy of the Government in situations involving a contract between a Federal agency and a private organization or private industry. This training may be done in conjunction with the Office of Federal Contract Compliance. Cost: \$110

EXECUTIVE SEMINAR IN INTERAGENCY MANAGEMENT INFORMATION SYSTEMS

14 - 15 December

1900 E Street, N. W.

This two-day seminar examines the development of information systems for communities of agencies which have common major categories of information requirements -- the research and development community, the foreign affairs community, the economic opportunity community. Discussion focuses on positive steps already taken or recommended to speed the development of compatible systems for effective information flow and exchange among agencies. For GS-15 or above. Cost: \$90.

ADVANCED SEMINAR IN ADP AND PERSONNEL MANAGEMENT

18 - 21 December

1900 E Street, N. W.

This four-day program explores in detail the various systems approaches involved in applying automatic data processing to personnel management. Areas of emphasis are: Hardware, equipment characteristics, and capabilities; tools of systems analysis and their use in personnel management; developing and designing a system to meet management needs, considering both cost factors and organizational changes resulting from ADP; and problems of control and evaluation. This seminar builds upon the material presented in the two-day Introduction to ADP in Personnel Management. For persons serving in the personnel field or who are closely associated with personnel administration, GS-12 through GS-15. Cost: \$140.

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## TRAINING SELECTION BOARD PROGRAMS

### CAREER EDUCATION AWARDS

The Agency has been invited to submit nominations for the 1968 Career Education Awards Program of the National Institute of Public Affairs (NIPA). This program affords a year of graduate-level university study to public service careerists at the midcareer level. It is expected that the participant will obtain educational benefits which enlarge the individual's capacity to appreciate the principles to which this Nation is dedicated and to apply his knowledge in furthering them while fulfilling his responsibilities. The program is intended to encourage early identification and rapid development of able young administrators in government, and to permit a broader and more flexible utilization of university resources than regular departmental organization or fixed curricula normally allow.

Eight universities -- Cornell, Harvard, Indiana, Princeton, Southern California, Stanford, Virginia, and Washington -- participate in the program. Aspirants may express a school preference, but NIPA makes the ultimate assignments. In addition to their full salary and travel allowances, winners normally receive a grant of \$1000 from NIPA.

CIA employees have been among Career Education Award winners the past three years, as many as three having received the award in a given year. Candidates must be career officers, hold a bachelor's degree, and meet the admission requirements of the institutions they will attend. The universities expect candidates to have a previous academic record considerably better than average. A nominee should be able to compete successfully in an environment where traditional methods of thinking and operating may be sharply challenged and where high standards of accurate, critical, objective analysis will be demanded. At the optimum, nominees should be between 28 and 35 years old, have at least five years of civilian service, and be in grades GS-12 through GS-14.

Senior Training Officers must submit nominations together with a proposed plan of subsequent assignment, to the TSB by 17 November.

**ADVANCED  
INTELLIGENCE  
COURSE**

The fourteen-week Advanced Intelligence Course given by the Defense Intelligence School, Washington, D. C., presents graduate-level instruction emphasizing the management aspects of intelligence activities rather than intelligence techniques. It is designed to prepare military officers and civilian personnel to fill important command, staff, and policy-making positions in the national intelligence structure. Nominations for the next running, 19 February through 24 May 1968, should be submitted to the CIA Training Selection Board by 29 December 1967. Nominees must have considerable intelligence experience and broad training, including a bachelor's degree, and be in grade GS-13 or above.

**OTHER EXTERNAL TRAINING NOTES**

**BRANDON  
SYSTEMS**

Brandon Systems Institute, 1130 17th Street, N. W., Washington, D. C., has announced the following schedule of seminars. The three to be given in November may be taken as a complete series or individually; the two to be given in December may be taken together as a series or individually; those given in January and in February are individual two-day seminars.

**November series:**

"Decision Tables: Principles and Applications," to be given 6 and 7 November, provides the programmer or systems analyst with the skills needed to make practical application of the decision tables technique in developing systems and in programming. Cost: \$150.

"Project Control Systems for Data Processing," to be given 8 November, presents workable, orderly methods for controlling systems and programming projects. It is for data processing managers and others responsible for the management of systems and software development projects. Cost: \$100.

"Computer Systems Analysis Techniques," to be given 9 and 10 November, presents an organized, unified body of techniques for the conduct of systems analysis projects, and a defined discipline of systems analysis for use in present and planned computer installations. Cost: \$150.

December series:

"User's Guide to Systems Analysis," to be given 4 through 6 December, equips the user to generate workable systems ideas, to communicate them effectively, to participate fully in systems development, and to obtain maximum benefit from the completed system. Instruction is provided in the fundamentals of the systems development process from the viewpoint of the EDP user. Cost: \$200.

"Computer Operations Management and Control," to be given 7 and 8 December, identifies elements to be analyzed and presents methods for measuring them in terms required for review of present capability, planning future resource requirements, making progress toward installation goals, and planning for a conversion to new hardware. Cost: \$150.

January seminar:

"Management Standards for Data Processing," to be given 11 and 12 January, defines methods and performance standards for data processing operations, systems, and programming. It is for persons responsible for the application of standards to data processing functions. Cost: \$150.

February seminar:

"Computer Systems Analysis Techniques," to be given 1 and 2 February, is as described under the November series.

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Combination costs, applicable for participants taking more than one seminar within a series, or a complete series, are: Three days, \$200; four days, \$250; five days, \$300.

CONFERENCES  
FOR  
CORPORATION  
EXECUTIVES

The School of Advanced International Studies, 1740 Massachusetts Avenue, N. W., Washington, D. C., announces three presentations in its Conferences for Corporation Executives program:

Latin America: Economic Integration

Thursday and Friday,  
7 - 8 December 1967

Europe in Transition

Friday, 16 February 1968

Far East: Competition & Potential for  
U. S. Business

Friday, 26 April 1968

Note: A limited number of free tickets are available to Agency employees; however, the fee of \$75 for one-day conferences or \$100 for the two-day conference must be paid for anyone attending under cover. For information on registering, call extension [REDACTED]

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## Office of Training

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O/DTR	Director of Training Deputy Director of Training	John Richardson	Rm 819, Glebe Rm 819, Glebe
SCHOOLS	Intelligence International Communism Language  Operations Support		Rm 711, Glebe Rm 639, Glebe 2107 Washington Bldg Annex, Arl Towers Rm 620, Glebe Rm 632, Glebe
STAFFS	Career Training Program Plans and Policy Registrar Deputy Registrar* Admission, Information & Records External Training Support		Rm 743, Glebe Rm 807, Glebe Rm 839, Glebe Rm 839, Glebe  Rm 832, Glebe Rm 835, Glebe Rm 820, Glebe

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\*Also Executive Secretary, Training Selection Board

35

## Directory of Training Officers

### SENIOR TRAINING OFFICERS

25X1A

O/DCI  
DDI  
DDP  
DDS&T  
DDS



7E-07  
2E-52  
3C-29  
6E-38  
GB-37

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### TRAINING OFFICERS

DCI

O/IG  
  Inspection Staff  
  Audit Staff  
General Counsel  
Cable Secretariat  
O/PPB  
ONE



7D-49  
1201 Key  
7D-07  
1A-53  
6E-25  
7E-62

DDI

O/DDI  
CRS  
DCS  
IAS  
NPIC

2E-52  
2E-61  
912 Key  
1005 Key

25X1A



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DDI (cont)

OBGI  
OCI  
OER

OSR

DDS

Administration  
Communications  
Finance  
Logistics  
Medical  
Personnel  
Security  
Training

DDS&T

FMSAC  
OCS  
OEL  
ORD  
OSA  
OSI  
OSP

1001 Magazine  
6G-29  
4F-19  
4F-19  
4G-20

GB-37  
GD-09  
1211 Key  
1215 D Ames  
1D-4044  
5E-56  
4E-71  
839, 1000 Glebe

1A-35  
2E-29  
2F-39  
611 Ames  
5B-2806  
6F-36  
5G-03

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